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DIA review(s) completed.

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20 JUL 1967

ACCOMPLISHMENTS FOR FISCAL YEAR 1967

1. Honor and Merit Awards

- a. Recommendations received.....71
Recommendations approved by DCI.....78
 Distinguished Intelligence Medal.....5
 Intelligence Medal of Merit.....16
 Intelligence Star.....8
 Certificate of Distinction.....26
 Certificate of Merit.....14
 Air Force Distinguished Service Medal.....1
 Legion of Merit.....2
 Air Force Commendation Medal.....1
 Army Commendation Medal.....5

HMAB Meetings Held.....15
Recommendations considered by HMAB.....86
 Approved by Board (including 9 military)...83
 Disapproved by Board.....3

Ceremonies Held.....45
 Awardees Honored.....87
- b. An all-employee Headquarters Notice was published this year announcing the criteria and basic administrative procedures for awarding the Exceptional Service Emblem and the Certificate of Exceptional Service. The first Certificate has been presented and it is hoped that others will be presented in the near future, following decision by the Deputy Directors as to what areas will be regarded as qualifying. Bids on production of the Emblem have been made and striking of these should begin shortly.
- c. The Inspector General's Office completed a survey of the Honor Awards program and Public Service Awards program. The report contained seven recommendations which will be discussed by the Board prior to the Director of Personnel's reply to the Executive Director. On the whole, the survey was very favorable and the recommendations were generally aimed at ways to extend the program rather than change it.
- d. A set of viewgraphs with accompanying narrative explanation was prepared this year for use in various briefings. Some of the graphs explain administrative and procedural aspects of the program while the others are statistical in nature.

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- e. A new procedure was established this fiscal year whereby all awards in our custody files will be reviewed annually to determine if any of them may be released to the awardee for his retention. This review will be conducted in December of each year by the Security Advisor/HMAB from lists prepared by the Executive Secretary. This year, we released 12 awards, some dating back to 1959.
- f. In May, about 600 people attended a ceremony held in the auditorium at which Mr. Helms presented the Distinguished Intelligence Medal to Mr. Cord Meyer Jr., Chief, CA Staff. The award was presented for Mr. Meyer's work in developing and administering the Covert Action phase of Agency operations.
- g. Several other Distinguished Intelligence Medals were presented by Mr. Helms at individual ceremonies during the fiscal year. Mr. Peer deSilva received the DIM for his tour as Chief of Station at Saigon. Dr. Albert Wheelon, Deputy Director for Science and Technology, received the DIM on the occasion of his resignation from the Agency. received the DIM prior to their retirement in recognition of their long and distinguished careers with the Agency.
- h. Our entire Office (Suggestion Awards and Honor and Merit Awards) attended the annual meeting in May of the National Association of Suggestion Systems. Participation in various discussions led to the development of several ideas pertaining to the Honor Awards program which would help stimulate interest in the program at supervisory levels. One such possibility would be to include reference to the Program in the OTR management and supervisory courses, inasmuch as awards are a management tool to help create incentive and build morale.

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2. Studies in Intelligence Awards Program

The "Studies" Annual Award of \$500 for the most significant contribution to the literature of intelligence was awarded to for his article which was published in the summer issue. The award was presented by the Deputy Director at a ceremony in January. A certificate accompanying the cash award was presented for the first time this year.

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3. Superior Performance Awards

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- a. Six awards were presented at this year, one for each quarterly winner, one for the most outstanding employee of the year, and one for the supervisor of the year who also gained permanent possession of the Unit plaque which is awarded monthly to the outstanding unit.

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- b. The superior performance program approved in FY 66 for [] was initiated this year with four awards for \$200 each approved at the first meeting. The Executive Secretary/HMAB was asked to be present at this meeting to give any advice and assistance necessary.

4. Length of Service Awards Program

On 19 September 1966, the Sixth Annual Awards ceremony was held in the Auditorium. Twenty persons received their 10-or 15-year length-of-service certificate from the Director at the ceremony, and 1981 other certificates were presented later at ceremonies conducted by the individual components. The Vice President of the United States was invited and had planned to attend the ceremony. However, plans were changed at the last minute when Mr. Humphrey was delayed at a previous engagement.

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PLANS AND OBJECTIVES FOR FISCAL YEAR 1968

Honor and Merit Awards

- a. To incorporate into the program those recommendations made in the Inspector General's Report which the Board and the Director of Personnel feel would be feasible and advantageous.
- b. To investigate the possibility of presenting Federal Service Pins to Agency employees who have completed 10, 20, 30, 40, and 50 years of Federal Service. If the plan is accepted, we would then have to purchase the pins and develop administrative procedures for their distribution.
- c. To implement the procedures established for the granting of the Exceptional Service Emblem and the Certificate of Exceptional Service.
- d. To establish some means of publicizing the Honor Awards presented to employees throughout the year. If feasible, this may be accomplished in some way at the Annual Awards Ceremony.

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PLANS AND OBJECTIVES FOR FISCAL YEAR 1969

Honor and Merit Awards

The plans and objectives for FY 1969 will be to review those changes made in the program in FY 1968 to determine whether the intended goals were achieved and, if not, what other alternatives may be used.

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SUGGESTION AND INVENTION AWARDS PROGRAM

ACCOMPLISHMENTS FOR FISCAL YEAR 1967

1. Suggestions and Inventions

Suggestions and Inventions received.....	426
Suggestions eliminated by Branch as ineligible.....	95
Suggestions processed and evaluated as eligible.....	331
 Suggestions adopted.....	 96
Suggestion Awards (Cash).....	89
Certificates of Appreciation.....	7
 Adoption Rate.....	 29.0%
 Total Cash Paid for Suggestions and Inventions.....	 \$28,780

a. Of the 426 suggestions received, 78% were processed and evaluated as eligible, compared with 69% for FY 1966, 65% for FY 1965, and 53% for FY 1964. It is clear that "suggestion quality" has progressively improved through the years. Agency employees have definitely gained a better understanding of the standards of constructive ideas. This improvement may be attributed to continued supervisory interest in offices where effective Internal Panels operate and stimulate constructive ideas.

b. During Fiscal Year 1967, several major significant suggestion and invention award cases were resolved that had been undergoing research and development action for several years. This contributed substantially to our ALL-TIME RECORD IN CASH AWARDS of \$28,780 compared with the previous record of \$26,755 in FY 1965. The record more than doubled the FY 1966 awards of \$13,417.

c. The measure of suggestion "quality," the average cash award rate, reached a NEW RECORD, \$323. This is a substantial increase over \$250, the previous record set in FY 1965.

d. Tangible awards approved gained first year only savings of \$842,060. Benefits from awards made for intangible benefits, if calculated at the 5% ratio, would reach an additional \$313,100 for a combined savings and benefits figure of \$1,155,160.

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e. The Clandestine Services Special Panel recommended approval of awards of \$1,700 for the fiscal year, compared with \$850 for FY 1966.

f. The attached "Comparative Performance Record" (TAB A) reflects these highlights:

- (1) OC's adoption rate was 39%, in comparison with the Support Services rate of 33%.
- (2) OL maintained another high adoption rate, 45.5%. They submitted 33 suggestions during the year and were second only to NPIC's volume of 49 suggestions.
- (3) OS, including USSP (the Guard Force), attained an adoption rate of 46.6%.
- (4) The Support Services submitted the highest volume of suggestions among the directorates and services.
- (5) In the Clandestine Services, Operational Services, including Records Integration Division, showed more activity than any other division with the submission of 21 suggestions.
- (6) Among the major components, the Directorate of Intelligence gained the highest adoption rate, 38.7% and shared the most awards, \$11,625. NPIC had an impressive adoption rate of 43% and earned \$11,235 in cash awards which represents 39% of the total Agency awards for the year.
- (7) The Directorate of Science and Technology rated the second highest major component by earning \$9,275 in awards. The directorate set a record for the highest average cash award, \$1,855, almost six times greater than the Agency all-time high of \$323.

2. Ceremonies

With a record year in awards approved for Agency employees, many significant ceremonies were held such as:

a. During October, the Acting Deputy Director for Intelligence, Dr. Edward Proctor, visited NPIC as the guest of honor at a ceremony in the auditorium filled to capacity with supervisory personnel and co-workers of the suggesters. The suggesters were

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introduced by the Director, NPIC, and Dr. Proctor presented awards of \$500 and \$240. This ceremony apparently had much value because progress and greater awards continued throughout the year at NPIC.

b. In December, at another impressive ceremony at NPIC, Dr. R. Jack Smith, Deputy Director for Intelligence, made presentations of awards of \$625, \$500, \$100, and \$50.

c. Also, in December, a ceremony was conducted by the Acting Deputy Director for Science and Technology to an employee of the Office of Computer Services who submitted his idea while on duty with Technical Services Division. The \$840 award was the result of an extensive study that the suggester had made resulting in substantial reductions in photographic costs.

d. At a small, private ceremony on 3 March 1967, the Deputy Director of Central Intelligence presented an interim award of \$2,000 to a former employee of the Directorate of Science and Technology for a scientific breakthrough.

e. On 7 March 1967, a highly classified and most impressive ceremony was held at NPIC with over 200 supervisors and employees in attendance, details of which follow:

(1) Presentations were made by the Deputy Director of Central Intelligence, Vice Admiral Rufus L. Taylor, assisted by the Acting Deputy Director for Intelligence, Dr. Edward W. Proctor, and the Director, National Photographic Interpretation Center, Mr. Arthur Lundahl. Colonel Lawrence K. White, Executive Director could not attend due to another meeting. Messrs. Robert L. Bannerman, Deputy Director for Support and [redacted] Acting Chairman, Suggestion Awards Committee and most of the Committee members attended.

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(2) [redacted] briefed the group concerning the Agency Program. He furnished some interesting comparisons between our Program and those in other agencies. The group seemed surprised that in terms of measurable benefits last year we more than doubled the performance of some of the largest agencies in government and had five times the benefits of Commerce and Health, Education and Welfare Departments and ten times the record made by the Department of State.

(3) Admiral Taylor presented a total of \$7,800 in awards to the following:

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a. [] \$2,500, for the value of his Photo Mosaic Indexing System to the Intelligence Community. An interim award of \$1,000 had been made to [] in June 1964 for the value of his achievement to NPIC.

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b. [] \$2,000, for the development of a method to greatly improve the success of obtaining intelligence objectives.

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c. [], \$2,000, and [] \$1,000, for their joint effort in the development of Models I and II of the Data Block Reader Equipment.

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d. [] an employee of DIA, \$300, for his improvement to our intelligence gathering techniques.

(4) At the conclusion of the award presentations, the Deputy Director of Central Intelligence remarked that:

a. He was glad to note that a DIA employee was being honored also. He wished to encourage DIA and CIA employees to join in a Cost Reduction Effort.

b. He hoped supervisory personnel would continue to encourage such outstanding achievements. He had judged employees of CIA to be the best disciplined group that he had worked with in government.

c. He wished NPIC employees to know that the Director and his staff understand and appreciate the vital mission performed by the Center. They were being counted upon heavily in the future.

f. Impressive additional ceremonies were conducted during the remainder of the year by the Director of Logistics, Chief, Far East Division, Director of Communications, Director of Security, and Chief, Records Integration Division.

g. The Director of Central Intelligence presented our largest award of the year in June. In making the \$5,000 award presentation, Mr. Helms emphasized the great value of the suggester's contribution and said he hoped that the Agency would have more similar valuable ideas in the future.

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3. The Local Chapter, National Association of Suggestion Systems Annual Regional Conference was held in May 1967. The General Motors Corporation Suggestion Panel Director gave an excellent address on the subject: "Suggestion Systems are Good Business." The luncheon speaker, Lt. General Marshall S. Carter, Director, National Security Agency gave an enthusiastic address, a brief summation of which is:

Innovation is essential to growth. If you are not growing, you are deteriorating.

Incentive Awards Officers have the responsibility to resist the philosophy of "Not Rocking the Boat."

Work on management with a capital "M".

You have to keep your feet out of the concrete. My Incentive Awards Officer at least does not allow the concrete to get hard around my feet.

Management includes line supervisors.

Our attitude should be that we are in the profit business. Gear programs to maximum savings and effectiveness.

4. Publicity

We have saved on poster costs during the year by reusing and rotating previous issues. A chart is maintained to insure that posters are not repeated in the same building over a short period of time. Also, a different series is used in each of the three Rosslyn area buildings to afford variety.

5. Internal Panels

The Internal Panels gained more experience and effectiveness during the year. The NPIC Panel especially, with the great number of cases acted upon by the Agency Committee, has gained a better knowledge of the standards used to judge cases. As a result, at a recent meeting they were able to decide that twenty (20) cases were eligible for evaluation. The Office of Logistics Panel has displayed an improved capability to expedite evaluations. The Office of Finance Panel completed the evaluation of several old procedural cases and has handled new case evaluations promptly. The RID and systems group evaluators concluded many complicated procedural proposals during the year.

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6. Significant Awards

The majority of our significant awards represented scientific or technical breakthroughs in areas of sensitivity and special classification that precludes an explanation within this report. However, one significant case has no security limitations. The achievement resulted in the elimination of the hyphen in our computerized printing system. The system was conveyed to government agencies and industry via magazine articles, with Agency approval. The achievement resulted in great savings in program time which would have been needed for the development of the hyphenation rules and dictionary. By this savings in time, the overall project was expedited about a year and a half to two years. Undoubtedly there are esthetic and psychological values (in hyphenless text) which the Committee did not endeavor to estimate fully. The Suggestion Awards Committee voted an award of \$2,200 to be shared by the originators of the system, [redacted], Office of Logistics and [redacted] Office of Computer Services. The Deputy Director for Support, noting the significance of the achievement to the Agency and to society, recommended that the award be increased to \$4,400, with the share of \$2,200 to each employee. This recommendation was concurred in by the Executive Director-Comptroller and approved by the Director of Central Intelligence. If the opportunity permits, this is one case that we may publicize outside the Agency as a positive indication of employee talents.

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7. Committee Operations

Looking back upon the Committee's performance and problems faced during the year it is now possible to make these observations:

a. The Committee definitely faced more difficult and technical achievements to judge than during any previous year in the Agency's history. Under the leadership of the chairman, each major component representative with his special talents made positive contributions to assist in reaching final deliberations. The combination of specialized and diversified talents of the respective committee members is inspiring to observe in action. The abilities are represented in such areas as scientific knowledge, intelligence collection and dissemination methods, Agency policy, clandestine operations, long range programming and budgeting, and management and support techniques.

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b. The interest and spirit of meeting the challenge of the Committee's responsibilities was noteworthy. Some members insisted on coming to Committee Meetings on a day they were scheduled to be off duty, rather than call upon their alternates. Others had been on duty the entire previous night and came to the meeting after merely a few hours sleep. The more difficult the case, the stronger became the esprit de corps of the group.

c. One Committee Member has served on several top level Agency boards, panels and task forces, as well as inter-agency committees. He stated firmly that he has learned more from serving on the Suggestion and Invention Awards Committee than through any of his other assignments.

d. One Committee Member, in his role as Program Coordinator for his directorate, sent an impressive memorandum to Office Directors in his major component to spark new ideas. The memorandum said in part:

"Many outstanding contributions and improvements have been and will continue to be made by employees in the Directorate, but all too often adequate recognition has not been given to the innovators. In part, the fault may lie with the idea men themselves because they are often reluctant to supply the information needed for award action.

"Good ideas, however, are the foundation of an effective organization. You can help the Agency and its recognition program by encouraging your people to submit their suggestions. Supervisors also can help by noting suggestions that have led to improvements and urging deserving employees to submit their suggestions or initiating award action in their behalf."

In conducting a significant award presentation, the Deputy Director, whom the committee member represents, indicated his convictions also about the value of the Suggestion and Invention Awards Program.

e. Finally, through their role as Program Coordinators and Members representing their major components, the Committee is the most appropriate group to understand the philosophy and encourage the challenges contained in a recent statement by President Johnson:

".....We live today in a world of such rapid change in science, international affairs, and socio-economic patterns that traditional, inherited knowledge is no longer sufficient to solve urgent problems.

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"We must seek new answers from people who have sought and mastered new knowledge, from people unafraid to voice constructive discontent with tried but no longer true methods, from people with the energy and the initiative to break through the long-accepted boundaries of action....."

Atts

Tab A - Comparative Performance Record
Tab B - Plans and Objectives for FY 1968

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